Chapter 5

Correspondence

ARS has an established protocol for the preparation of correspondence. All correspondence should be prepared in accordance with the rules, regulations, and procedures of the ARS Correspondence Management Program. The objectives are to limit correspondence to essential requirements, to improve the quality of correspondence, and to provide for its creation in an economical and efficient manner.

The ARS Correspondence Manual provides guidance for preparation of correspondence for communications inside and outside the Department of Agriculture (USDA). The Manual also covers envelopes and mailing, electronic communications, models of address, capitalization, spelling, compound words, punctuation, abbreviations, numerals, and word division. Controlled foreign correspondence should be directed to the Correspondence Management Unit (CMU).

Acronyms: See Chapter 22 for a comprehensive list of commonly used acronyms.

References: DR 3440-002 - Control and Protection of "Sensitive Security Information"

P&P 253.4 - Use of Information Technology Resources
P&P 256.2 - Printed Letterheads, Envelopes, and Post Cards

P&P 261.2 - Correspondence Management Program

Manual 261.2 - ARS Correspondence Manual P&P 263.1 - Mail Management Program

P&P 264.4 - Domestic and International Electronic Mail

U.S. Government Printing Office Style Manual and Word Division

Supplement

NPA Policy Memo 05-001- Foreign Correspondence and Reprint Requests

from Restricted Countries

Cross References: Chapter 15 - Records Management

Chapter 30 - Security

Attachment: Letter from Administrator's Office regarding ARS Correspondence

Points of Contact: Olga Lee

Management Analyst USDA-ARS-NPA

2150 Centre Ave., Building D, Suite 300

Fort Collins, CO 80526-8119 Telephone: (970) 492-7057

Fax: (970) 492-7065

E-Mail: olga.lee@ars.usda.gov

Lisa Baete

Correspondence & Records Officer

USDA-ARS-NPA

2150 Centre Ave., Building D, Suite 300

Fort Collins, CO 80526-8119 Telephone: (970) 492-7005

Fax: (970) 492-7049

E-Mail: <u>lisa.baete@ars.usda.gov</u>

Renee Miller

Correspondence Control Officer

USDA-ARS-ONP-Office of Associate Administrator

GWCC-Beltsville

5601 Sunnyside Avenue, Room 4-2124A

Beltsville, MD 20705-5133 Telephone: (301) 504-4517

Fax: (301) 504-4514

E-Mail: renee.miller@ars.usda.gov

CHOOSING THE FORMAT

If the addressee is	then use the following letter format:
Someone in ARS	Informal
Someone in another USDA agency or office	
Someone OUTSIDE USDA, i.e., private citizen or organization, foreign citizen or organization, White House officials, Members of Congress, Supreme Court officials, other Federal Departments	Formal
Someone in ARS for congratulations, condolences, or disciplinary actions	

INFORMAL LETTERS (MEMORDANDUMS)

INFORMAL LETTERS (MEMORDANDUMS)			
General	The informal letter, memorandums, will be used for most day-to-day communications in the transaction of business within USDA.		
Margins	There should be one inch margins on the left and right hand sides. Do not justify right margins.		
Date Line	The date should be placed two lines below the last line of the letterhead. Do not use endings such as "st" and "th" with numbers for the day. Military style is not acceptable.		
Subject Line	The subject line of a memo is a brief statement, usually not more than 10 words, of what the memo is about. Type the caption "SUBJECT:" in all caps three lines below the date line. Indent two spaces after the colon and begin typing the subject. Limit the length of each line to approximately five inches. If more than one line is needed, type the remainder of the subject beneath the first line in block style. Capitalize the first letter of each word except articles, prepositions, and conjunctions.		
To Line	The caption "TO:" is typed in all caps two lines below the last line of the subject line. The colon should be parallel with the colon in "SUBJECT:." Indent two spaces after the colon and begin typing the address. When runover lines are required, indent two spaces. Limit the address to five lines.		
Attention Line	Avoid using the attention line by using as specific an address as possible. If an attention line is used, type the caption "ATTN:" followed by the name of the person whose attention is being requested on the next line directly below the first line of the address.		
Through Line	A through line may be necessary if an official other than a clearance official needs to see and concur with the memo before it is received by the addressee. Type the caption "THROUGH:" in all caps two lines below the last line of the "TO:" addressee, flush with the left margin. The colon should be parallel with the colon in "SUBJECT:" and "TO:" lines. Indent two spaces and begin typing the names, titles, and offices of the addresses through which the memo is to be routed (in the reverse order of the routing).		
From Line	The caption "FROM:" is typed in all caps two lines below the last line of "TO:" address (or "THROUGH:" address, if used). The colon should be parallel with the colon in "SUBJECT:," "TO:," and "THROUGH:" lines. Indent two spaces and begin typing the name, title, and office of the sender. Do not repeat organizational names such as the Division or Area if it already appears on the letterhead. Use the symbol "/s/" after the person's name when sending via e-mail.		



United States Department of Agriculture

Research, Education, and Economics Agricultural Research Service

SUBJECT: Correspondence Preparation - Multiple Adressees

TO: R. Miller, Correspondence Officer, ONP C. Shields, Management Assistant, ONP

FROM: Edward B. Knipling

Administrator

This is a sample memo prepared for the signature of Edward B. Knipling, Administrator, and addressed to several individuals within the Agricultural Research Service (ARS).

Please follow the format used in this memo and pay close attention to the margins, paragraph indentations, and signature block. Make sure the letter is prepared on the correct letterhead and that the color copies noted below are included.

Please refer to the ARS Correspondence Manual or the Government Printing Office Style Manual for additional information on models of address, envelope preparation, punctuation, capitalization, and word compounding.

Enclosure

CC:

I. M. Writer, OA

ARS :OA:CLLonaberger:720-3656:9/10/10:y/Correspondence Training Material/multipleaddresseememo (on file copies only)

Order of Conies Needed_ Letterhead Original – w/envelope & enclosures Copy of letterhead white for any cc's – w/envelope & enclosures Yellow – to be returned to originator Pink Blue (when yellow being returned to originator)



Office of the Administrator 1400 Independence Ave. SW. Washington, D.C. 20250-0300

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FORMAL LETTERS

α .			
General	The formal letter is used for other than routine work or business transactions, when it		
	is believed that the addressee might expect, or should receive, a more formal or		
	personalized letter. The formal letter is always used for letters addressed to the		
	following: The President, Vice President, members of the White House staff,		
	Members of Congress, Justices of the Supreme Court, heads of departments and		
	agencies outside USDA, State Governors, mayors, and foreign government official,		
	and ARS employees for congratulations, condolences, or disciplinary actions.		
A 3 3	For a latter that will be at least one full made in largeth the six the address three lines		
Address			
	below the date line. For short letters, begin the address no more than eight lines below		
	the date line.		
	Type the address single spaced, block style with no terminal punctuation. No line		
	should be longer than four inches. When runover lines are required, indent two spaces		
	from the left margin. Limit the address to five lines.		
	from the left margin. Limit the address to rive mies.		
Salutation	Type the salutation at the left margin, two lines below the last line of the address.		
	51		
Body of	Begin the body of the letter two lines below the salutation, flush with the left margin.		
the Letter			
	Begin each main paragraph two lines below the last line of the preceding paragraph,		
	flush with the left margin. Double space letters of one paragraph (10 lines or less).		
	Single space the body of letters longer than one paragraph.		
	lines on that page. A paragraph should not be continued on the following page unless		
	two lines can be carried over to that page.		
	When referring to dates within the body of the letter, type the name of the month in		
	· · · · · · · · · · · · · · · · · · ·		
	Tonows the day of the month in a specific date within a sentence.		
	Write out an abbreviation/acronym the first time it is used in the body of the letter		
	1		
Signature			
0	1		
Enclosure	When material accompanies a letter, identify it in the text or in the bottom notation as		
	an enclosure, not as an attachment.		
Dictator's	Include a legend for documents that are being cleared by CMU. The legend includes		
Dictator's Legend			
Signature Element	Single space the body of letters longer than one paragraph. Do not begin a paragraph near the end of a page unless there is room for at least two lines on that page. A paragraph should not be continued on the following page unless two lines can be carried over to that page. When referring to dates within the body of the letter, type the name of the month in full and the day and year in numerals. Use commas to set off the year only when it follows the day of the month in a specific date within a sentence. Write out an abbreviation/acronym the first time it is used in the body of the letter followed by the abbreviation/acronym shown in parentheses. Type the signer's name in all caps four or five lines below the last line of the complimentary close, flush with the left margin. Type the signer's title (initial caps only) on the next line. Do not repeat organizational names such as the Division or Area if it already appears on the letterhead. When material accompanies a letter, identify it in the text or in the bottom notation as		



United States Department of Agriculture

Research, Education, and Economics Agricultural Research Service

Ms. Correspondence Preparer USDA, Agricultural Research Service National Program Staff 5601 Sunnyside Avenue Beltsville, Maryland 20705

Dear Ms. Preparer:

This is a sample letter prepared for the signature of Edward B. Knipling, Administrator, Agricultural Research Service (ARS).

Please follow the format used in this letter and pay close attention to the margins, paragraph indentations, and signature block. Make sure the letter is prepared on the correct letterhead and that the color copies noted below are included.

Please refer to the ARS Correspondence Manual or the Government Printing Office Style Manual for additional information on models of address, envelope preparation, punctuation, capitalization, and word compounding.

Sincerely,

EDWARD B. KNIPLING Administrator

Enclosure

cc:

I. M. Writer, QA

ARS:OA:CLLonaberger:720-3656:9/10/10:y/Correspondence Training Material/Standardltr (on file copies only)



Order of Copies Needed

Letterhead Original – w/envelope & enclosures
Copy of letterhead white for any cc's – w/envelope & enclosures
Yellow – to be returned to originator
Pink
Blue (when yellow being returned to originator)

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Sample: Identical Letter Sent to Multiple Addressees

United States Department of Agriculture

Research, Education, and Economics Agricultural Research Service

Ms. Correspondence Preparer USDA, Agricultural Research Service National Program Staff 5601 Sunnyside Avenue Beltsville, Maryland 20705

Dear Ms. Preparer:

This is a sample letter prepared for the signature of Edward B. Knipling, Acting Administrator, Agricultural Research Service (ARS).

Please follow the format used in this letter and pay close attention to the margins, paragraph indentations, and signature block. Make sure the letter is prepared on the correct letterhead and that the color copies noted below are included.

Please refer to the ARS Correspondence Manual or the Government Printing Office Style Manual for additional information on models of address, envelope preparation, punctuation, capitalization, and word compounding.

Sincerely,

EDWARD B. KNIPLING Administrator

Enclosure

I. M. Writer, OA

ARS OA:CLLonaberger:720-3 656:9/10/10:y/Correspondence Training Material/IdenticalLtr (on file copies only) Order of Copies Needed

Letterhead Original – w/envelope & enclosures Copy of letterhead white for any cc's – w/envelope & enclosures Yellow – to be returned to originator

Blue (when yellow being returned to originator)

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Ms. Correspondence Preparer

Identical Letters to:

Mrs. Renee Miller USDA/ARS/OA Room 2124A 5601 Sunnyside Avenue Beltsville, Maryland 20705

Ms. Claudette Shields USDA/ARS/OA Room 2122A 5601 Sunnyside Avenue Beltsville, Maryland 20705

This is done on the copies of the letter ONLY!

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FOREIGN CORRESPONDENCE – RESTRICTED COUNTRIES

Please refer to NPA Policy Memo PM-05-001: Correspondence and Reprint Requests from Restricted Countries.

For questions or concerns regarding correspondence received from a restricted country, whether written or via e-mail, please refer to the following individuals for guidance:

Marcie Currie-Gross Extramural Agreements Specialist

Phone: (970) 492-7022 Fax: (970) 492-7036

E-mail: marcie.currie-gross@ars.usda.gov

Tim Sharkey

Program Support Assistant Phone: (970) 492-7048 Fax: (970) 492-7065

E-mail: tim.sharkey@ars.usda.gov

CONGRESSIONAL CORRESPONDENCE

All Congressional correspondence directed to individuals within the Agency can, if appropriate, be responded to by the individual. However, that correspondence must be cleared, through supervisory channels and by the ARS Correspondence Management Unit (CMU). The correspondence must be approved by the Legislative Affairs Office and the Administrator's Office before final transmission to the Congress.

Step	Action if being signed by the location	Action if being signed by the Administrator
1	Location will prepare the draft letter.	Location will prepare the draft letter.
	Include a dictator's legend on all drafts,	Include a dictator's legend on all drafts,
	revisions, and all file copies of the final	revisions, and all file copies of the final
	letter.	letter.
2	Location will e-mail the draft to the Area	Location will e-mail the draft to the Area
	Director's Office (include a copy of the	Director's Office (include a copy of the
	incoming letter, if any).	incoming letter, if any).
3	Area Office will review and e-mail to CMU	Area Office will review and e-mail to CMU
	indicating the draft has been cleared by the	indicating the draft has been cleared by the
	Research Leader, Center Director, and Area	Research Leader, Center Director, and Area
	Director.	Director.
4	CMU will review and obtain approval from	CMU will review and obtain approval from
	Legislative Affairs and the Administrator's	Legislative Affairs and the Administrator's
	Office.	Office.
5	CMU will e-mail the approved letter back to	CMU/Legislative Affairs will mail out the
	the Area Office.	signed letter and fax a copy to the Area
		Office.
6	Area Office will e-mail the final letter to the	Area office will fax a copy of the letter to
	location.	the location.
7	Location will mail out the final signed letter	Location will file the copy of the letter.
	to the addressee and any "cc:" copies.	
8	Location will forward a copy of the final	
	signed letter to the Area Office and two	
	copies to CMU for filing (1 = CMU, 1 =	
	Legislative Affairs).	
9	Location will file the yellow copy of the	
	letter and attach the e-mails showing	
	approval was obtained.	

-USE ARS LETTERHEAD-

<leave undated during the DRAFT process>

SAMPLE: Congressional

Letter

The Honorable John Doe United States Senate 513 Senate Hart Building

Washington, D.C. 20510

Dear Senator Doe:

You are invited to attend the 75th Anniversary Field Day of the Department of Agriculture,

Agricultural Research Service, High Plains Grasslands Research Station (HPGRS) in Cheyenne,

Wyoming, to be held on Friday, September 5, from 10 a.m. until 3 p.m. This field day is a

special celebration of 75 years of research at this historic research station in Cheyenne. Initially a

horticultural field station, the HPGRS today is the headquarters of the Rangeland Resources

Research Unit. The research group is comprised of 6 lead scientists and 20 support staff, and

their mission is to conduct research to develop sustainable and profitable management systems to

produce desirable goods and service for western rangelands. Their present research focus is to

develop management practices that maintain and enhance the health of rangelands and lessen the

emission of greenhouse gases into the atmosphere.

Since this is a special anniversary, the focus of this year's field day will be both on past

accomplishments, including the early horticultural work, as well as more recent findings in

rangeland research. Lunch will be provided as well as an opportunity to tour the station.

We hope that you will be able to join us for this special celebration on September 5. Please

RSVP to Ms. Jane Smith at 307-772-2000.

Sincerely,

THOMAS D. BROWN

Research Leader

ARS:NPA:TDROWN:ah:307-772-2000:07-20-06:DocName- c:\2006Field day

Rewritten: per OA changes

ARS:NPA:TDBROWN:ah:307-772-2000:07-22-06:DocName- c:\2006Field day

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MODELS OF ADDRESS

Please refer to Chapter 7 of the ARS Correspondence Manual (Manual 261.2) for proper models of addresses, salutations, and complimentary closes.

The following is an example showing the address element, salutation, and complimentary close for a letter. It also includes the address format for the envelope.

	Salutation and Complimentary Close on	
Addressee on Letter	Letter	Address on Envelope
The Honorable John Doe	Dear Senator Doe:	The Honorable John Doe
United States Senate		United States Senate
513 Senate Hart Building	Sincerely,	513 Senate Hart Building
Washington, D.C. 20510		Washington, DC 20510
or to their Congressional District Office: The Honorable John Doe United States Senator 835 East 2nd Avenue, Suite 203 Durango, Colorado 81301		or to their Congressional District Office: The Honorable John Doe United States Senator 835 East 2nd Avenue, Suite 203 Durango, CO 81301
NOTE: In the letter, the state is		NOTE: In the envelope, use the
spelled out. Except for the		2-digit standard abbreviation for
District of Columbia, use D.C.		the State (with no periods).
(with periods).		

DECISION/INFORMATION MEMOS TO THE SECRETARY OR UNDERSECRETARY

All correspondence to be signed by the ARS Administrator, REE Under Secretary, or the USDA Secretary must be cleared, through supervisory channels, NPA Director, Legislative Affairs Office, and the Administrator's Office.

Correspondence	Do not use "the Department" in correspondence. The "Department of		
for the	Agriculture (USDA)" is written, with the acronym used thereafter.		
Secretary's			
Signature	Do not send an Informational Memorandum when requesting the		
	Secretary's signature on letters or documents pertaining to an event, issue		
	or award. In such instances, please submit a Decision Memorandum. For		
	example: you are giving the Secretary information on an award ceremo		
	that will be forthcoming and along with this information are letters that		
	will be given out to award winners to be signed by the Secretary. A		
	decision memo should be prepared.		
	Prepare letters to be signed by Secretary in double-space and e-mail them		
	along with any incoming memos to the Correspondence Management Unit		
	for coordination.		
	All memos inviting the Secretary and Deputy Secretary to participate in an		
	event are to be addressed to the Director of Scheduling: DECISION		
	MEMORANDUM FOR THE DIRECTOR OF SCHEDULING.		
Correspondence	Anything for the Under Secretary's signature (THROUGH or FROM)		
for the Under	must be in double-spaced draft.		
Secretary's	All manage inviting the He den Connetons to next single in an arount one to be		
Signature	All memos inviting the Under Secretary to participate in an event are to be submitted as a: DECISION MEMORANDUM FOR THE UNDER		
	SECRETARY, RESEARCH, EDUCATION, AND ECONOMICS.		
Correspondence	The following are the copy requirements for correspondence (Decision		
for the	Memos, Informational Memos, and Briefing Memos) to be signed by the		
Administrator's	ARS Administrator going to the Secretary, Deputy Secretary, and Under		
Signature	Secretary.		
_			
	Original + 3 letterhead copies		
	yellow		
	pink		
	blue (NPS does not prepare a blue)		
	1 white		



United States Department of Agriculture

Research, Education, and Economics Agricultural Research Service

TO: Chad Preparer

Director

Office of Correspondence Review

THROUGH: Catherine E. Woteki

Under Secretary, REE Chief Scientist, USDA

FROM: Edward B. Knipling

Administrator

SUBJECT: How to Properly Format a Memo

This is a sample memo prepared for the signature of the Administrator, Agricultural Research Service (ARS), through the Under Secretary for Research, Education, and Economics.

Please follow the format used in this memo and use 1-inch side, top, and bottom margins. Make sure the letter is prepared on the correct letterhead and that the color copies below are included.

Refer to the ARS Correspondence Manual or the Government Printing Office Style Manual for additional information on models of address, envelope preparation, punctuation, capitalization, and word compounding. If you have any further questions, please contact the Correspondence Management Office at (301)504-4513.

Enclosure

cc:

I.M. Writer, OA

ARS:OA:CLLonaberger:720-3656:9/10/10:y/correspondence training material/throughmemo (on file copies only)

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Order of Copies Needed
Letterhead Original – w/envelope & enclosures
Copy of letterhead white for cc's
3 letterhead white for Under Secretary
1 Yellow – returned to originator
1 Pink – Downtown OA
1 Blue – Correspondence Management Unit

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DECISION MEMORANDUM FOR THE SECRETARY/DEPUTY SECRETARY

THROUGH: Catherine E. Woteki

Under Secretary, REE Chief Scientist, USDA

FROM: Edward B. Knipling

Administrator

SUBJECT: Keep Brief and Capitalize the First Letter of Each

Word Except Articles, Prepositions, and Conjunctions

ISSUE:

Identify briefly the issue that will be discussed

BACKGROUND:

Discuss the history of the issue and synopsis of significant events leading to the proposed recommendation.

OPTIONS:

List options enumerating pros and cons of each. Number 1, 2, 3, etc. Indicate budget effect, position of other agencies, position of the industry, or any other information that may be particularly relevant.

RECOMMENDATIONS:

Please make a recommendation.	
Enclosure	
DECISION:	
Approve:	
Disapprove:	Original + (3 letterhead copies)
Discuss with me:	yellow pink
Date:	blue (NPS does not prepare a blue) 1 white

DECISION MEMORANDUM FOR THE DIRECTOR OF SCHEDULING

THROUGH: Catherine E. Woteki

Under Secretary, REE Chief Scientist, USDA

FROM: Edward B. Knipling

Administrator

Keep Brief and Capitalize the First Letter of Each SUBJECT:

Word Except Articles, Prepositions, and Conjunctions

ISSUE:

Identify the event/meeting, the date, location, and expected number in attendance. If Cabinet members or Congressional members have been invited, please note.

BACKGROUND:

Issues of note. History of participation by the Secretary. Relevant background.

OPTIONS:

List options. Can someone else attend, etc. Indicate any other information that may be particularly relevant

RECOMMENDATIONS:

Please make a recommendation.

STAFF CONTACT:

Name, title, phone number, and e-mail address of individual who can provide further information and serve as a point of contact.

Enclosure

DECISION:

Approve:			

Disapprove: Original + (3 letterhead copies) Discuss with me:

1 white

Date:

blue (NPS does not prepare a blue)

DECISION MEMORANDUM FOR THE UNDER SECRETARY, RESEARCH, EDUCATION, AND ECONOMICS

FROM: Edward B. Knipling

Administrator

SUBJECT: Keep Brief and Capitalize the First Letter of Each

Word Except Articles, Prepositions, and Conjunctions

ISSUE:

Identify briefly the issue that will be discussed.

BACKGROUND:

Discuss the history of the issue and synopsis of significant events leading to the proposed recommendation.

OPTIONS:

List options enumerating pros and cons of each. Number 1, 2, 3, etc. Indicate budget effect, position of other agencies, position of the industry, or any other information that may be particularly relevant.

RECOMMENDATIONS:

Please make a recommendation.	
Enclosure	
DECISION:	
Approve:	
Disapprove:	Original + (3 letterhead copies)
Discuss with me:	yellow pink blue (NPS does not prepare a blue)
Date:	1 white

INFORMATIONAL MEMORANDUM FOR THE SECRETARY/DEPUTY SECRETARY

THROUGH: Catherine E. Woteki

Under Secretary, REE Chief Scientist, USDA

FROM: Edward B. Knipling

Administrator

SUBJECT: Keep Brief and Capitalize the First Letter of Each

Word Except Articles, Prepositions, and Conjunctions

ISSUE:

Identify briefly the issue that will be discussed.

DISCUSSION:

Include pertinent, relevant information that will be of concern and interest to the Secretary and/or Deputy and their immediate staff.

SUMMARY:

Clearly and concisely summarize the memo with a few sentences or bullet points. Mention how the followup of the issue will be handled.

Enclosure

INFORMATIONAL MEMORANDUM FOR THE UNDER SECRETARY, RESEARCH, EDUCATION, AND ECONOMICS

FROM: Edward B. Knipling

Administrator

SUBJECT: Keep Brief and Capitalize the First Letter of Each

Word Except Articles, Prepositions, and Conjunctions

ISSUE:

Identify briefly the issue that will be discussed.

DISCUSSION:

Include pertinent, relevant information that will be of concern and interest to the Under Secretary.

SUMMARY:

Clearly and concisely summarize the memo with a few sentences or bullet points. Mention how the followup of the issue will be handled.

Enclosure

BRIEFING MEMORANDUM FOR THE SECRETARY/DEPUTY SECRETARY

THROUGH: Catherine E. Woteki

Under Secretary, REE Chief Scientist, USDA

FROM: Edward B. Knipling

Administrator

SUBJECT: Keep Brief and Capitalize the First Letter of Each

Word Except Articles, Prepositions, and Conjunctions

PURPOSE OF MEETING (OR BRIEFING):

Outline the background of the meeting – who, what, when, where, and why. Indicate the basic purpose of the meeting, i.e., to discuss a specific issue, a courtesy visit, etc. Mention who will be attending from your staff and from the visiting group, if you know.

BACKGROUND:

Include relevant details about the group, briefly discuss the issue or issues they plan to raise and their position with respect to those issues, and mention any other information that would be of importance to the Secretary or Deputy Secretary.

TALKING POINTS:

Include the key bullet points that should be mentioned in order of priority.

Enclosure

BRIEFING MEMORANDUM FOR THE UNDER SECRETARY, RESEARCH, EDUCATION, AND ECONOMICS

FROM: Edward B. Knipling

Administrator

SUBJECT: Keep Brief and Capitalize the First Letter of Each

Word Except Articles, Prepositions, and Conjunctions

PURPOSE OF MEETING (OR BRIEFING):

Outline the background of the meeting – who, what, when, where, and why. Indicate the basic purpose of the meeting, i.e., to discuss a specific issue, a courtesy visit, etc. Mention who will be attending from your staff and from the visiting group, if you know.

BACKGROUND:

Include relevant details about the group, briefly discuss the issue or issues they plan to raise and their position with respect to those issues, and mention any other information that would be of importance to the Under Secretary.

TALKING POINTS:

Include the key bullet points that should be mentioned in order of priority.

Enclosure